

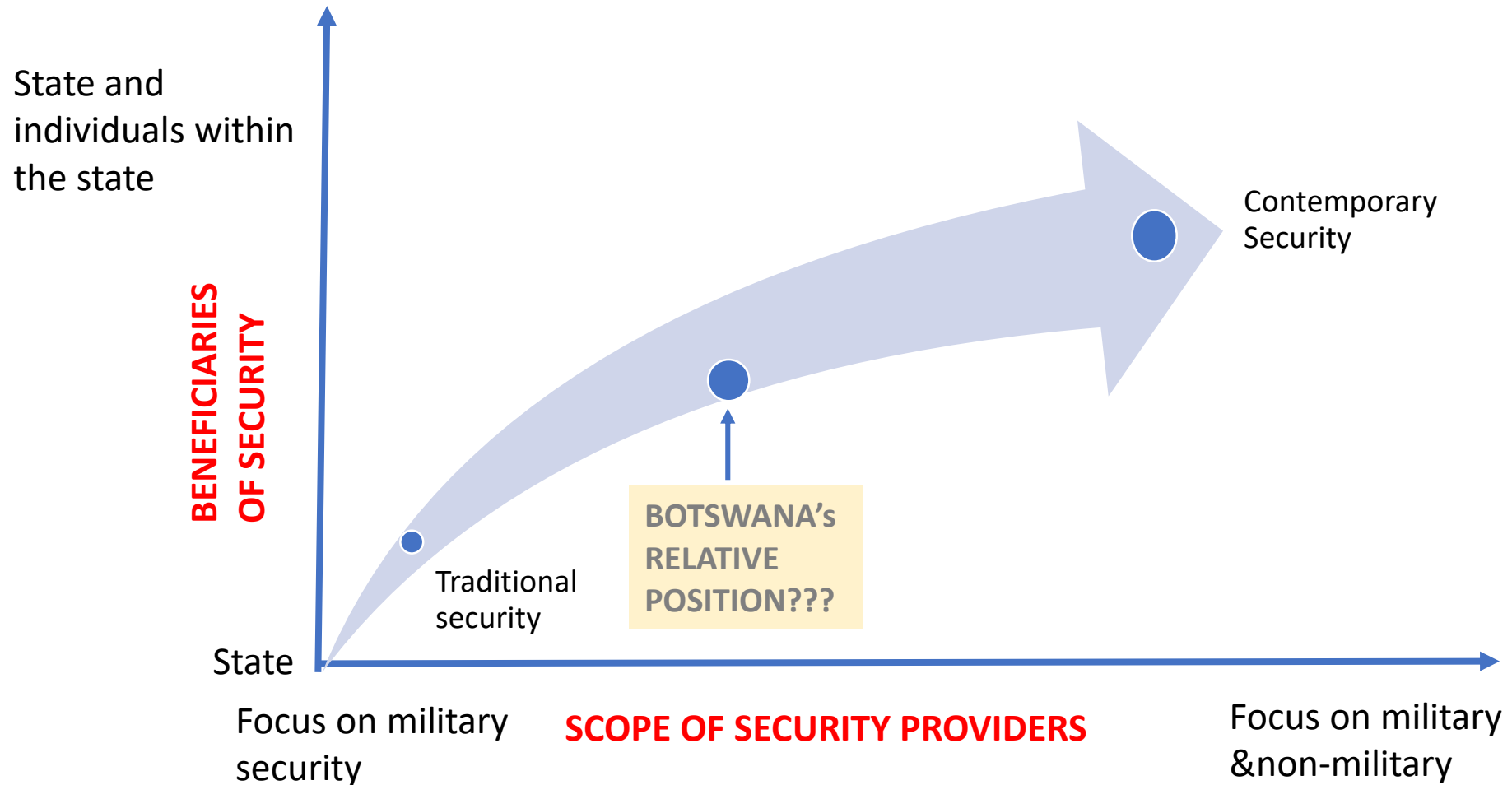
KEY ELEMENTS OF NATIONAL SECURITY STRATEGY PROCESS II

By

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CONTEMPORARY CONCEPT OF SECURITY - RECAP



WHERE DID WE GO WRONG?

CAN WE PICK UP THE PIECES?

WHEN & HOW?

CONSEQUENCES OF COMFORT ZONES?

Adapted from ISSAT (DCAF) NSSR Training Manual (Austria 2013)

1. The Need for developing NSS and Entry Points

- ❑ Constitution
 - Basic Human Rights & The Rule of Law
 - National Principles - Democracy, Development, Self Reliance, Unity and Botho (Humanity)
- ❑ NDPs
- ❑ relative peace and prosperity:– accolades – “shining example; miracle of Africa”
- ❑ Need for change dictated by
 - dynamics of the country’s economic outlook
 - social landscape and values
- ❑ NSSR not to reinvent the wheel:
 - Guidelines – cast the net wide

} **VISION 2016**

- ❑ 2002/2003 Commander BDF: vision to develop a small professional, effective and accountable Defence Force against the backdrop of the ever scarce national resources.
 - BDF Genesis: Merafhe – Khama – Fisher:-
 - crisis management; growth amidst uncertainty;
 - priority on impulsive acquisitions; continued growth & clutter
 - re-engineering, identify defence posture
- ❑ Direction from political masters required – definition & protection of foreign policy; domestic engagements; budget
- ❑ Transformational change required

2. Geo-Political Security Strategy Relations

UN – MDGs
Social security eg:
poverty reduction

OAU – security
calabash;
AU – PFSSR

SADC – Organ on
Politics, Defence
and Security - SIPO

BOTSWANA – VISION 2016
Seven pillars

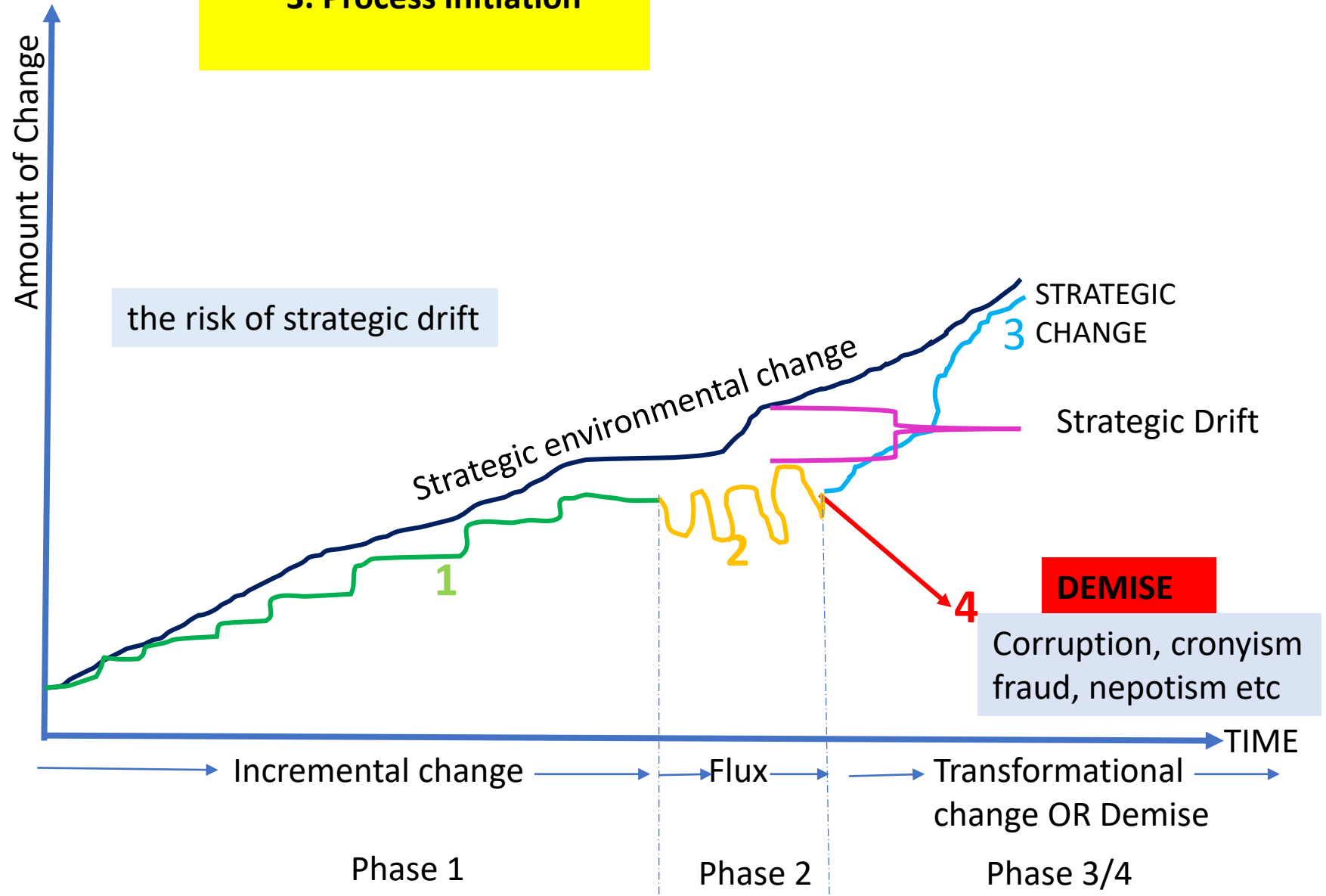


- A ripple effect from the centre as well as strong inward pressure from external forces
- Need to strike a balance

- Defence Review request
- Defence Council @ OP (Office of Political Affairs)
- 2003 Approval, PS to draft CAB MEMO
- Environmental dynamics at the time (2003 – 2007)
 - No Human resource capital @ OP Political Affairs
 - Execs calendar - Preps for 2004 general elections
 - Commander BDF retires
 - Post elections – new appointments
 - 2008 Change of Presidency with its mixed expectations
 - Global Economic meltdown

★ Strategic flux ★

3. Process Initiation



(Chart Adapted from Centre for Security Sector Management – Cranfield University, UK. 2008)

4. NSSD Drivers

- ❑ Presidential Directive June 2008
- ❑ Resident at MDJS by default
 - Surrogate custodian
 - Perpetuates the myth of state referent security

5. Role of Political Leadership and National Ownership

- ❑ Very little if any; abundance of caution
- ❑ Lobby
 - Minister for MDJS
 - Driver and ambassador
 - Lobbying for political will and buy-in from cabinet colleagues
 - Lone voice of reason in the wilderness

6. National ownership

- ❑ via government consultative forums
 - Parliamentary motions
 - Cabinet Caucus – Parliament – Constituencies
 - Kgotla & Seminars
 - Parliament Question Time
- ❑ **national ownership not achieved**

STRATEGY - POLICY RELATIONS

7. Institutional Assessment of the Security Sector & Gap Analysis

7 NSSR Process Stages

- Environment Assessment – national interests; objectives
- Threat Assessment – levels and prioritisation
- Institutional Framework – SWOT; silo formations; existing (in)adequacy and roles; duplication of effort
- Gap Analysis – coordination mechanisms; accountability
- Institutional Policy Framework – revisit existing policies and amend accordingly
- Implementation – resources; budget considerations
- Monitoring & Evaluation

NOT
DONE

Institutional Framework Recommendations ready for Cabinet and the President at end of Stage 5.

8. Consultation with the stakeholders

- Contributions called in from gov stakeholders.
- drafting @ Secretariat for WG; SG to approve.
- Administrative delays experienced
- No citizens and civil society involvement
- SSDAT advisory role only on Process

Overarching National Security Strategy to drive specific agency policies



9. Document Approval

- Executive approval
- Parliament approval in most cases only a rubberstamp
- Ordinarily would expect parliament to recommend approval to the Executive

10. Lessons Learnt

- Numerous challenges
 - Insufficient preparations
 - Little comprehension of both the concept and NSSD process across the stakeholder spectrum
 - Exclusive government domain
 - Organisational cultures sustaining silo formations
 - Malfeasant disposition & protection of personal turfs
 - Weak oversight mechanisms
 - Excessive power conferred on specific stakeholder entities by pre-existing pieces of legislation

11. Way Forward – A Different Approach

- ❑ Prepare a conducive environment (in-house training) on Civil-Military Relations and Evolution of Contemporary Concept of NSS for both high ranking civil service officials and Legislators.
- ❑ Identify an “ambassador” with close ties to the Executive
- ❑ Cultivate a strong political will on the part of the Executive by
 - a thorough briefing exercise pointing out both the political and economic development gains.
 - Indicate the potential risks & benefits of institutional re-engineering and how it could impact on new legislation or even the Constitution.
- ❑ Take away the process from government ownership by promoting citizen and civil society participation.
- ❑ Commit a dedicated workforce to the process to avoid disruptions

THANK YOU